



Once More Unto the Breach

For decades, subject-matter experts have predicted that the nature of warfare will change in the 21st century. Many of these predictions have come to pass, as the nature of warfare has already changed dramatically. The Army continues to move toward changes that will conceive, shape, test, and field an Army prepared to meet the challenges ahead.

Throughout transformation, one thing has remained constant — the Soldier is indispensable. Soldiers — fierce, disciplined, well trained, and well equipped — ultimately represent and enable transformation. However, are we balancing the force by simultaneously transforming the institution and training and equipping soldiers to remain constant on today's battlefield as well as the future battlefield?

Captain Mike Sullivan sheds a bit of light on the matter of properly equipping our armored force for dismounted combat in "Arming the Knight." On the current battlefield, armored warriors are fighting from dismounted positions. Sullivan reminds us that our armored dismounted warriors must be properly equipped to fight from both mounted and dismounted positions.

During support operations and stability operations in Iraq, the United States has had a larger number of casualties than during the war. The recent uprisings by various groups testing our resolve and patience have further cemented our desire to seek a peaceful transition with a new provisional government. Major Bill Benson's, "Operational Thinking in a Tactical Environment and Targeting in Iraq," visualizes the battlefield and explains how important it is to fully understand your area of responsibility.

Government support teams are effectively building relationships with local politicians and figureheads, and have exploited these relationships to encourage a safe and secure environment for Iraqi citizens and coalition forces. Captains Gregory Mitchell and Christopher Haggard share their experiences as members of the 2d Squadron, 3d Armored Cavalry Regiment's government support team in Fallujah.

Transformation is a framework of continuous change. The Army's goal is to provide relevant and ready forces organized, trained, and equipped for joint, interagency, and multinational full-spectrum operations. To manage such a task, restructuring the current force is a must. Colonel Kevin C.M. Benson has contributed to this discussion in, "Thoughts on Restructuring Army Brigades." Drawing from ideas

presented in Colonel Doug MacGregor's book, *Breaking the Phalanx*, and from recent operations in Iraq, Benson enters the intellectual fray and stimulates thought from within the armored force on how we should transform.

Staff Sergeant Brendan Kearns adds a great deal of insight on "The Future of the Reconnaissance Professional." He discusses necessary changes in doctrine, training, and tactics, techniques, and procedures to successfully give scouts the edge they need on future battlefields.

"Flawed Lessons Learned: The Role of U.S. Military Attachés in Assessing Armored Warfare during the Spanish Civil War," by George F. Hofmann, Ph.D., examines tank warfare during the Spanish Civil War (1936-1939) and the effect military attaché reports had on influencing U.S. Army doctrine. As a result, the Army staff began to re-examine its warfighting doctrine, as did the mechanized cavalry at Fort Knox.

We must prepare all our soldiers for the harsh realities of the battlefield. In his article, "Train for the Fight," Captain Todd Clark, points out that we spend a lot of time concentrating on conventional training tasks, but tend to overlook the fundamental precursors to success — physical readiness, small-unit maneuver, and weapons proficiency. He states that the graduate level for readiness is merging these areas together.

Major Dennis Chapman shares his views on the importance of small-unit training. Chapman reminds us that the benefit of intense training at battalion and brigade levels has been amply demonstrated; however, training should be optimized to increase benefits at squad and platoon levels.

In other articles, Captain Brian Doyle demonstrates the value of "Using Geographic Information Systems in the Military Decisionmaking Process." First Sergeant Dennis White shares his experiences as a platoon sergeant to assist junior noncommissioned officers in, "Planning, Preparing, and Executing Your Role as the Platoon Sergeant."

As the armored force continues to transform, *ARMOR* remains an open-forum exchange to share your views, expertise, and experiences at this most critical juncture in the evolution of the armored force. Keep writing! I hope to see you at the Armor Conference.

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